



Baldrige National Quality Program

National Institute of Standards and Technology • Department of Commerce

November 2007

The Baldrige National Quality Program is seeking applicants for its Board of Examiners. The Board of Examiners supports and evaluates the performance improvement of all types of organizations from businesses to schools and hospitals to government agencies and nonprofit organizations.

In support of the Baldrige National Quality Program, experts from around the United States give their time generously and enthusiastically as members of the Board of Examiners. Examiners make major contributions, both to the national effort to recognize and promote performance excellence, and to their employing organizations that support their participation. Examiners evaluate organizations that are competing to serve as role models for the United States by applying for the Malcolm Baldrige National Quality Award.

The Program accepts Award applications from manufacturing, service, small business, health care, education, and nonprofit organizations. Coverage and balance within these sectors are important factors in selecting examiners. We seek to ensure broad representation from many industries, companies, and organizations, including those from for-profit, nonprofit, and public sectors. We are particularly interested in attracting physician applicants and applicants with expertise in finance and insurance, food manufacturing, food service, restaurant management, lodging and accommodations, automotive industry, nonprofit (including charities, professional associations, and government organizations), K-12 and higher education, and senior management.

Prospective board members (including those who previously have served on the board) must apply each year. A portion of the board is replaced each year to fulfill one of the basic aims of the Baldrige National Quality Program—expanding the United States' base of knowledgeable, trained Examiners.

If you believe you are qualified, are willing to make a significant commitment of time and energy, and want to benefit from the networking and educational experience of being an Examiner, we encourage you to apply to serve on the 2008 Board of Examiners.

Sincerely,

A handwritten signature in black ink that reads "Harry S. Hertz". The signature is written in a cursive, flowing style.

Harry S. Hertz
Director, Baldrige National Quality Program

Contents

2008

Baldrige National Quality Program—General Information	1
Board of Examiners—General Information	2
Board of Examiners—Selection	3
Board of Examiners—Conditions of Involvement	4
Board of Examiners—Code of Ethical Conduct	6
Board of Examiners—Application Instructions	8
Application Forms	9
North American Industrial Classification System (NAICS) Codes	26

Baldrige National Quality Program Criteria for Performance Excellence

Criteria for Performance Excellence

1. Leadership
2. Strategic Planning
3. Customer and Market Focus
4. Measurement, Analysis, and Knowledge Management
5. Workforce Focus
6. Process Management
7. Results

Education Criteria for Performance Excellence

1. Leadership
2. Strategic Planning
3. Student, Stakeholder, and Market Focus
4. Measurement, Analysis, and Knowledge Management
5. Workforce Focus
6. Process Management
7. Results

Health Care Criteria for Performance Excellence

1. Leadership
2. Strategic Planning
3. Focus on Patients, Other Customers, and Markets
4. Measurement, Analysis, and Knowledge Management
5. Workforce Focus
6. Process Management
7. Results

(It is recommended that you read the entire contents of this package before completing the application.)

Malcolm Baldrige National Quality Award (MBNQA)

The Malcolm Baldrige National Quality Award, created by public law in 1987, is the highest level of national recognition for performance excellence that a U.S. organization can receive.

The Award was established to promote the awareness of performance excellence as an increasingly important element in competitiveness. Not only does the Award recognize excellent organizations, it also aims to increase the understanding of the requirements for performance excellence. To accomplish this, the Award promotes information sharing on successful performance strategies and the benefits derived from implementation of these strategies.

The Department of Commerce is responsible for the Baldrige National Quality Program and the Award. The National Institute of Standards and Technology (NIST), an agency of the department, manages the Baldrige Program.

Award Eligibility

Any organization headquartered in the United States or its territories, including U.S. subunits of foreign companies, may apply for the Award in the following categories:

- *Manufacturing*
- *Service*
- *Small business*
- *Nonprofit* (charities, trade and professional associations, and government agencies)
- *For-profit and nonprofit education* (elementary and secondary schools and school districts; colleges, university systems, and schools or colleges within universities; professional schools; and technical schools)

- *For-profit and nonprofit health care* (hospitals, health maintenance organizations, long-term care facilities, health care practitioner offices, home health agencies, and dialysis and ambulatory surgery centers)

Criteria for Performance Excellence

The Criteria for Performance Excellence fall into seven Categories. The terms used to describe these Categories differ slightly among the three Criteria to better reflect the business/nonprofit, education, and health care environments, respectively. Award applicants must address a set of examination Items within each of these Categories. Heavy emphasis is placed on organizational performance and improvement demonstrated through quantitative data furnished by applicants. To identify the specific set of Categories for all three Criteria, please refer to the sector-specific lists following the Table of Contents.

Award Examination Process

Each written Award application is evaluated by members of the Board of Examiners. High-scoring applicants are selected for site visits. A Panel of Judges recommends Award recipients to the Secretary of Commerce from among the site-visited applicants. All Award applicants receive a written feedback summary of their strengths and opportunities for improvement.

Confidentiality

All Award and Examiner applications are confidential. Information on the successful strategies of Award recipients is released only after approval is received from the recipients.

Address and Information Requests

National Institute of Standards and Technology Baldrige National Quality Program

Administration Building, Room A600

100 Bureau Drive, Stop 1020

Gaithersburg, MD 20899-1020

Telephone: (301) 975-2036; Fax: (301) 948-3716

E-mail: nqp@nist.gov

Web site: www.baldrige.nist.gov

Background

The Board of Examiners comprises leading U.S. business, nonprofit, health care, and education experts selected from industry; professional and trade organizations; government agencies; other nonprofit groups; and the ranks of the retired. Examiners must take part in a comprehensive preparation course covering the Criteria for Performance Excellence, the scoring system, and the evaluation process.

Time Commitment: Those selected to be Examiners must have time available during the period of April to December 2008 to prepare for and attend the preparation course in Maryland in May and to conduct reviews during the period from June to October.

The schedule for the Examiner application process is:

1. Application submitted online on or before **noon EST, January 8, 2008**
2. Notification letters sent via overnight mail on **March 26, 2008**

Examiner Application Process

Each fall, applications are solicited from individuals to serve as Examiners for the following year. Examiners who served on the board in previous years are required to reapply if they wish to serve again in 2008. Each year, a number of the Examiners are replaced to provide opportunities for participation by others. Due to the large number of applications, highly qualified applicants may not be selected

in a given year in order to balance the board with Examiners from different sectors and/or with different work experiences. Thus, past applicants who have not been selected are encouraged to apply again.

Appointments

Examiners are appointed by the Director of NIST to serve for one Award cycle. Appointments are subject to the Conditions of Involvement described on pages 4 and 5, and the Code of Ethical Conduct provided on pages 6 and 7.

Notification Process

Notification letters will be sent to all Examiner candidates by overnight mail on March 26, 2008, indicating their selection status. Selected Examiners must return the confirmation notices immediately upon receipt. Detailed instructions for the return process will be included.

Training

Training for those selected to be Examiners will be held in Gaithersburg, Maryland. The Examiner Preparation Course schedule is listed on page 20. Candidates will be able to indicate their preferred dates when they are notified of their selection.

Selection Process

The Baldrige National Quality Program seeks to constitute a board of experts capable of evaluating organizations eligible for the Malcolm Baldrige National Quality Award and willing to serve as representatives of the Program. Sector coverage and balance are important selection considerations. Board members are selected on the basis of their personal qualifications and are not considered representatives of their employers or any other organization. Efforts are made to ensure broad representation and to minimize disproportionate involvement from one industry, sector, or single organization.

Selection Factors for the MBNQA Board of Examiners

Applications for the Board of Examiners are evaluated on the basis of the following:

(1) **Criteria Category Expertise**—the extent of an applicant's experience in the seven Criteria Categories. Current or previous positions may demonstrate expertise in several categories. For example, employment history may demonstrate supervision of a large enough number of people to understand Workforce Focus (all sectors, Category 5); significant production leadership experience that enables an understanding of Process Management (all sectors, Category 6); or marketing expertise that facilitates an understanding of Customer and Market Focus (Business/Nonprofit, Category 3), Focus on Patients, other Customers, and Markets (Health Care, Category 3), or Student, Stakeholder, and Market Focus (Education, Category 3).

(2) **Breadth and Depth of Experience**—the extent to which an applicant has in-depth experience in several industrial or service sectors or health care, educational, or nonprofit settings. (See the North American Industrial Classification

System [NAICS] Codes on the next-to-last page of this document.) Given the conflict-of-interest restrictions in assigning Examiners to evaluate applications, the Award Program must give preference to candidates with in-depth knowledge of more than one industry.

(3) **Specialized Expertise**—the knowledge or skill in an area of high need for the Program, such as experience in health care, higher education, food service, restaurant management, food manufacturing, lodging and accommodations, finance and insurance, and automotive manufacturing. Senior managers, nonprofit leaders, physicians, and small business leaders are also needed. Your expertise may be demonstrated through formal studies and/or accomplishments, which may include relevant job experience, papers or articles written, research conducted, and degrees or certificates earned.

(4) **Examiner Skills, Knowledge, and Abilities**—the knowledge, skills, and abilities that have proven useful to Examiners. These include: knowledge of strategic planning, customer service, human resources, and process management; skills in the use of statistical methods and evaluating financial results; analytical ability (particularly as it applies to evaluating an organization); the ability to communicate both orally and in writing; interpersonal skills that enable Examiners to serve as effective team members; skills in using technology tools and resources to manage and communicate professional information (including Microsoft Word, e-mail, and the Internet).

Board of Examiners—Conditions of Involvement

2008

Duties of Examiners

Examiners review, write an analysis of, and score written applications and prepare final scorebooks that are the foundation for written feedback reports to applicants. They also participate in a Consensus Review process and may participate in a site visit. In addition to their application review responsibilities, Board members contribute significantly to the Baldrige National Quality Program through outreach and educational activities by serving as representatives for the Program.

Number to Be Selected

Approximately 560 Examiners will be selected to serve for the 2008 Award cycle.

Examiner Eligibility

Examiners must be citizens or permanent residents of the United States with their primary residence in the United States or its territories. No applicant shall be denied consideration or appointment as an Examiner on the grounds of race, creed, color, national origin, age, sex, or disability.

Terms and Conditions of Appointment

(1) Completion of Application

Prospective board members must provide two recommendations along with the 2008 Examiner Application, which must be electronically submitted or postmarked no later than January 8, 2008. Recommendation letters must accompany the Examiner Application. Applicants who have previously served on the Board of Examiners should not submit recommendations.

Applicants will be sent letters via overnight mail informing them of their status in the Program on March 26, 2008. If a candidate finds, after submitting an application, that he/she would be unable to accept an appointment if offered, he/she should immediately withdraw the application by notifying the Baldrige National Quality Program Office at 877-237-9064.

(2) Code of Ethical Conduct

Board members are expected to carry out their duties and responsibilities in the Award Program in accordance with the Code of Ethical Conduct. (See page 6.)

(3) Disclosure of Conflict of Interest

Those selected to serve on the board must provide information regarding conflicts of interest. Disclosure includes, but is not limited to, employers, financial interests, and client relationships. Such information will be used only for purposes of board assignments and otherwise will be kept confidential.

(4) Term of Appointment

The term of appointment to the board is approximately one year. This period extends from the date the Examiner Preparation Course is completed through the Award ceremony.

(5) Time Commitment

Applicants for the board should give careful consideration to the time commitment required to meet the Award review schedule. **A minimum of 15 days is required from April to December. All Examiners are expected to complete an Independent Review and participate in a Consensus Review of an Award application.** If requested by the Program, Examiners are expected to participate in a site visit. Examiners should anticipate these Award cycle responsibilities and should plan accordingly. Once selected, Examiners will be provided with more specific dates and times for these commitments. These will allow Examiners to set aside time on their calendars for meeting their commitments. Examiners whose work requires temporary or extended travel or residence outside the United States must be available, accessible, and able to flex to their team's schedule. The Independent Review and the Consensus Review of Award applications may be conducted at the Examiner's workplace or home. Business is conducted by overnight mail, telephone, secure fax, and secure Web. Travel is necessary only for training and site visits.

Dates(s)	Who is Involved	Activity	Approximate Time Commitment
April–May	All Examiners	Pework and Training	40–60 hours prework 3–4 days training
June–July		Independent Review	35–45 hours
August–September		Consensus Review (including planning, preparation, consensus calls, and postcall work)	25–35 hours
September–October	20–25% of the Board of Examiners	Site Visit Preparation	10–20 hours
October–November		Site Visit	5–7 days, 15–18 hours per day

Board of Examiners—Conditions of Involvement (continued) 2008

(6) Preparation Courses

Participation by board members in Examiner preparation courses is critical to the success of the Program because these courses include a detailed review of the Criteria for Performance Excellence, the evaluation process, the scoring system, consensus development, site visit requirements, and the Code of Ethical Conduct. **All board members must attend one of the three-day preparation classes and must complete a 40–60 hour case study evaluation prior to attending the class. Selected Examiners who cannot attend one of the scheduled classes will not serve as Examiners.**

(7) Adherence to Award Processes

Board members are expected to meet all requirements associated with a fair and competent evaluation. This includes using the Criteria for Performance Excellence and corresponding scoring system, adhering to the evaluation processes, meeting site visit requirements, and avoiding conflicts of interest. Thorough documentation and written communication are essential parts of the overall review process.

(8) Assignments of Board Members

The Program seeks to provide the fairest, most competent evaluation of each Award application.

Accordingly, board members are assigned to applications based on their knowledge and experience, consistent with the requirements to avoid conflicts of interest, to apportion the application load equitably, and to adhere to agreed-upon

schedules. Overall participation of board members varies, depending upon the results of the Consensus Review.

(9) Compensation and Reimbursement

Employers have a unique opportunity to make a contribution to improving the competitiveness of U.S. organizations and provide an unparalleled executive development experience for their employee by supporting the time and travel and lodging expenses of a Baldrige Examiner. For those employers who are unable to make this commitment, the Baldrige Foundation has made limited funds available to offset the costs of travel and lodging for the employee. The guidelines for this subsidy are as follows:

1. Airfare or costs of other modes of transportation will be reimbursed to a maximum amount of \$600. If the cost of a coach-only airline ticket or other mode of transportation exceeds this amount, approved costs will be reimbursed up to the \$600 limit.
2. The Baldrige Program will provide breakfast and lunch each day of training and dinner on Wednesday evening. All other allowable expenses will be reimbursed to a maximum of \$75, which includes transportation to and from the airport at the Examiner's location and to Gaithersburg, parking costs, and meals not provided by the Program.
3. Lodging at the designated hotel will be reimbursed for the Examiner's stay at the reserved price for Baldrige Examiners.

Board of Examiners—Code of Ethical Conduct

2008

Members of the Malcolm Baldrige National Quality Award Board of Examiners pledge to uphold their professional principles in the fulfillment of their responsibilities as defined in the administration of Public Law 100-107, the Malcolm Baldrige National Quality Improvement Act of 1987, which establishes the Malcolm Baldrige National Quality Award.

Board members will be guided by four principles: integrity, professional conduct, confidentiality, and respect for intellectual property. In promoting high standards of public service and ethical conduct, they will

- conduct themselves professionally, guided by truth, accuracy, fairness, respect, and responsibility in all their interactions
- avoid representing conflicting or competing interests, or placing themselves in such a position where their interest may be in conflict—or appear to be in conflict—with the purposes and administration of the Award
- safeguard the confidences of all parties involved in the judging or examination of present or former applicants
- protect confidential information and avoid disclosures that may in any way influence the Award integrity or process, currently or in the future
- not serve any private or special interest in their fulfillment of the duties of a Judge or Examiner, therefore excluding by definition the examination of any organization or subunit of an organization that employs them or has a consulting arrangement in effect or anticipated with them
- not serve as Examiners of a primary competitor or customer or supplier of any organization (or subunit of an organization) that employs them, that they have a financial interest in, or with which they anticipate a consulting arrangement, or are otherwise involved
- not intentionally communicate false or misleading information that may compromise the integrity of the Award process or decisions therein
- make it clear, when establishing links from their own Web sites to the NIST or BNQP Web sites, that users will be taken to the official NIST Web sites
- acknowledge the use of trademarks owned by NIST, including those for NIST, The Quest for Excellence, and the Malcolm Baldrige National Quality Award, along with a statement indicating the trademark is registered by the National Institute of Standards and Technology
- never approach an organization they have evaluated for their personal gain, including the establishment of an employment or consulting relationship, and, if approached by an organization they have evaluated, not accept employment from that organization for a period of five years after the evaluation
- maintain and safeguard fairness in the examination process and the confidentiality of all Award application information, including the identity of applicants
- treat as confidential all information about the applicant and the applicant's operation gained through the evaluation process, and take the following precautions:
 - Applicant information is not discussed with anyone, including other Examiners, with the exception of designated team members, Judges, the Award Administrator, and NIST representatives. This includes information contained in the written application, as well as any additional information obtained during a site visit.
 - Names of applicants are not disclosed during or after the application review process.
 - No copies of application information are made or retained. (ASQ will notify Examiners when to return materials.)
 - No notes, written or electronic, pertaining to the application are retained. (ASQ will notify Examiners when to destroy all notes.)
 - No discussions mentioning applicant identities are held on cellular or cordless phones or by voice mail.
 - Applicant-specific information can be discussed via cellular phone, cordless phone, and VoIP if authorized by the applicant.
 - Electronic exchanges are only through *examinerdepot*, an encrypted, secure Web site designated by NIST.
 - No applicant information is adapted and/or used subsequent to the review process, unless the information is publicly released by the applicant (at the annual Quest for Excellence Conference, for example).
 - Examiners do not reveal or discuss with other Examiners, either during training or during the application review phases, their participation with an organization in the preparation of an Award application.

Board of Examiners—Code of Ethical Conduct (continued)

2008

- personally and independently score all assigned applications
- during Independent and Consensus Reviews, do not communicate with applicant organization, or in any manner seek additional documentation, information, or clarification about the applicant's organization. This restriction includes Internet searches. At Site Visit Review, the site visit Team Leader will communicate with the applicant.
- not at anytime (during or after the evaluation cycle) independently give feedback to applicants regarding scoring or overall performance
- upon completion of the Examiner Preparation Course, may use the following designation: Examiner, Malcolm Baldrige National Quality Award (MBNQA), and year(s) served. However, board members may not use the MBNQA logo in advertising or promotion or use business cards including the Examiner designation or the MBNQA logo.
- during the consensus and site visit processes, encourage and maintain a professional working environment that promotes respect for the Award applicants, their employees, and all members of the Examiner team
- when participating in a site visit, respect the climate, culture, and values of the organization being evaluated

Furthermore, board members enhance and advance the Malcolm Baldrige National Quality Award as it serves to stimulate American companies and organizations to improve quality, productivity, and overall performance. **All board members pledge to abide by this Code of Ethical Conduct.**

Board of Examiners—Application Instructions

2008

NOTE: The following application forms are for *informational purposes only*.
If you wish to **submit your application**, access the **online application** from our Web site,
www.baldrige.nist.gov, beginning on **November 6, 2008**.

SEE DESCRIPTIONS BELOW.

First-Time Applicants

- Personal Information
- Examiner Knowledge, Skills, and Abilities
- Criteria Category Expertise
- Employment History
- Education and Training
- How Did You Hear About the Board of Examiners?
- Baldrige or Related Assessment Experience
- Outreach Activities
- Self-Rankings
- Disclosure of Conflict of Interest
- Code of Ethical Conduct
- Recommendations (Required recommendation forms are at the end of this document.)
- Examiner Preparation Course Schedule

Previous Applicants Who Have Never Served on the Board

If applicants have applied previously (within the past three years) but never served on the Board of Examiners, they may simply update their Employment History, if necessary, and complete the remainder of the forms and the other sections of the application. To view the information submitted previously, go to www.baldrige.nist.gov. A PIN and password will be sent to you to allow you to access your online application. If you have any questions about this process, please call our Examiner Hotline (877-237-9064).

All applicants who have never served on the Board of Examiners must submit two recommendation forms as part of their completed online application package. The individuals selected to submit a recommendation on the applicant's behalf are input online by the applicant as part of completing the application. Recommenders may send the recommendation form electronically through the online application system. Be sure to mark "Yes" for the online submission question on the Provider Input Form.

Online recommendations must be submitted no later than noon EST, January 8, 2008.

RECOMMENDATIONS SUBMITTED BY MAIL: For those who prefer to mail the recommendation form, please use the recommendation forms provided at the end of this document and give them to your recommendation providers. They may mail the completed recommendation form to:
Baldrige National Quality Program
MBNQA Examiner Application Processing
Administration Building, Room A600
National Institute of Standards and Technology
100 Bureau Drive, Stop 1020
Gaithersburg, MD 20899-1020

Written recommendations must be postmarked on or before January 8, 2008.

Returning Examiners

- Personal Information
- Update to Employment Information
- Education and Training
- Outreach Activities
- Self-Rankings
- Disclosure of Conflict of Interest
- Code of Ethical Conduct
- Examiner Preparation Course Schedule

Submission Instructions

The application package must be completed and submitted online through our online application system. Mailed or faxed copies will not be accepted.

Submission Deadline: Applications must be submitted online on or before **noon EST, January 8, 2008**.

Examiner applicant selection letters will be sent via overnight mail by March 26, 2008.

NOTE: The following application forms are for *informational purposes only*.
If you wish to submit your application, access the online application from our Web site,
www.baldrige.nist.gov, beginning on November 6, 2008.

PERSONAL INFORMATION

<hr style="border: none; border-top: 1px solid black;"/>		<hr style="border: none; border-top: 1px solid black;"/>		<hr style="border: none; border-top: 1px solid black;"/>		Title: Mr. <input type="checkbox"/> Ms. <input type="checkbox"/> Mrs. <input type="checkbox"/> Dr. <input type="checkbox"/>	
Last Name		First Name		M.I.			
Home Address:				Date of Birth		MM <input type="text"/> DD <input type="text"/>	
<hr style="border: none; border-top: 1px solid black;"/>				<hr style="border: none; border-top: 1px solid black;"/>			
Street				Place of Birth:		<hr style="border: none; border-top: 1px solid black;"/>	
<hr style="border: none; border-top: 1px solid black;"/>							
City, State, Zip				U.S. citizen?:		<input type="checkbox"/> Yes <input type="checkbox"/> No	
<hr style="border: none; border-top: 1px solid black;"/>							
Which is your preferred address? <input type="checkbox"/> Work <input type="checkbox"/> Home				Permanent resident visa?:		<input type="checkbox"/> Yes <input type="checkbox"/> No	
<i>(No addresses with post office box numbers may be used. List your work address under Primary Employer on the Employment History Form.)</i>				<i>(Federal law requires that an Examiner be a U.S. citizen or hold a permanent resident visa.)</i>			
Please indicate your preferred phone and fax numbers by placing an "x" in the appropriate boxes.							
Work Phone:		<input type="text"/>		Home:		<input type="text"/>	
				Cell:		<input type="text"/>	
Work Fax:		<input type="text"/>		Home:		<input type="text"/>	
E-mail Address:		<hr style="border: none; border-top: 1px solid black;"/>					
Alternate E-mail Address:		<hr style="border: none; border-top: 1px solid black;"/>					
List up to 5 NAICS Codes most relevant to your expertise: _____, _____, _____, _____, _____. (See PDF version of this document.)							
If you have been an MBNQA Examiner previously, list the year(s) you have served: _____, _____, _____, _____.							
May we send your name to the state award programs as a potential examiner? <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Already involved							
<hr style="border: none; border-top: 1px solid black;"/>				<hr style="border: none; border-top: 1px solid black;"/>			
Preferred Name for Name Tag: (Provide first and last name only.)				Preferred Name for Certificate (Provide first and last name. Use of one degree or credential is optional.)			

EXAMINER KNOWLEDGE, SKILLS, AND ABILITIES

It is beneficial for Examiners to possess some or all of the following skills. Refer to “Selection Factors” of the 2008 Examiner Application for more information. For questions 1–4, select the description that best describes your professional experience.

1. Which of the following best describes your strategic planning experience?
 - ☐ As a strategic planning expert, I established strategic plan objectives and action plans, and I measured these plans using key performance measures or indicators.
 - ☐ I led strategic planning over a number of years or with a variety of organizations.
 - ☐ I have participated substantially in the strategic planning process.
 - ☐ I have limited participation in the strategic planning process.
 - ☐ I have no experience in the strategic planning process.
2. Which of the following best describes your experience designing work systems and managing and improving work processes for implementing those work systems?
 - ☐ I am a recognized expert in work system design and work process management.
 - ☐ I have significant experience in work system design and work process management.
 - ☐ I have direct involvement in the design and delivery of the key processes of my organization.
 - ☐ I have a substantial educational background and/or training in process management.
 - ☐ I have no experience in process management.
3. Which of the following best describes your experience engaging, managing, and developing an organization's workforce?
 - ☐ I have held one or more leadership or supervisory positions, and I have made organization-wide decisions regarding employee recruitment, benefits, training, development, and/or safety.
 - ☐ I have supervised a large enough group of employees to understand workforce engagement approaches and issues.
 - ☐ I have had first-line supervisory responsibility for implementation of training and/or implementation of workforce policies.
 - ☐ I have had training in workforce policies and practices.
 - ☐ I have no experience in workforce policies and practices.
4. Which of the following best describes your experience with systematic processes and formal methodologies for determining customer/student/patient satisfaction, customer relationships, market knowledge, and customer/student/patient/stakeholder requirements?
 - ☐ As an expert in this field, I routinely determine requirements of key customer processes, design and measure processes that meet these requirements, and improve processes to achieve better performance.
 - ☐ I have demonstrated experience with customer relationship management processes in a variety of settings over a number of years.
 - ☐ I have implemented and improved customer relationship and management processes and methodologies.
 - ☐ I have had formal education or training in these processes and methodologies.
 - ☐ I have no experience in these processes and methodologies.

EXAMINER KNOWLEDGE, SKILLS, AND ABILITIES (continued)

5. The ability to “analytically” examine an Award application is an important skill. Please describe the experience you have had selecting, gathering, analyzing, managing, and improving data and/or information.
6. The ability to convey your thoughts orally and in writing in a clear and concise manner is a valuable skill for participation in the evaluation process. It is also an important skill to help promote and represent the Baldrige National Quality Program. Please describe your accomplishments in both oral and written communication by citing specific examples of your most recent and/or relevant experience.
7. The Baldrige Award assessment is a team-based process, especially at the consensus and site visit stages. In addition, Examiner training emphasizes the necessity for team skills. Please provide a brief description of your experience on teams and why you are an effective team member.

1. Within the Baldrige framework, the leadership triad emphasizes the importance of a leadership focus on strategy and customers/patients/students. Describe the work/personal experience, knowledge, and involvement you have had that would qualify you to examine and provide feedback to an organization on its leadership triad. This should support your responses to questions 1 and 2 on the Examiner Knowledge, Skills, and Abilities form.
2. Within the Baldrige framework, the results triad focuses on an organization's employees and key processes to accomplish the work that yields business/health care/student learning results. Describe the work/personal experience, knowledge, and involvement you have had that would qualify you to examine and provide feedback to an organization on its results triad. This should support your responses to questions 3 and 4 on the Examiner Knowledge, Skills, and Abilities form.

EMPLOYMENT HISTORY

Starting with your most recent or current position and working in reverse chronological order, describe your last 15 years of employment—or your last five positions if they cover a longer period.

Employer #1 (Primary Employer):

Company: _____	Number of Employees: _____
Primary Employer? Yes <input type="checkbox"/> No <input type="checkbox"/>	
Parent Company (<i>enter None if no parent company exists</i>): _____	Number of Employees: _____
Location: _____	
<i>Note: No addresses with Post Office Box numbers may be used.</i>	Address #1: _____
	Address #2: _____
City/State: _____	
Dates of Service (mm/yyyy): _____ to _____	Full-time <input type="checkbox"/> Part-time <input type="checkbox"/> Retired <input type="checkbox"/>
Are you eligible to receive a company-funded pension based on your employment with this company? Yes <input type="checkbox"/> No <input type="checkbox"/>	
Organization Type (Please check all that apply.):	
<input type="checkbox"/> small business (fewer than 500 employees)	<input type="checkbox"/> health care
<input type="checkbox"/> service	<input type="checkbox"/> government
<input type="checkbox"/> manufacturing	<input type="checkbox"/> independent consultant
<input type="checkbox"/> nonprofit	<input type="checkbox"/> Other Type: _____
Job Title: _____	Number of Employees Supervised: _____
Name of Your Supervisor/Title: _____	

Employer #2:

Company: _____	Number of Employees: _____
Parent Company (<i>enter None if no parent company exists</i>): _____	Number of Employees: _____
Location: _____	
<i>Note: No addresses with Post Office Box numbers may be used.</i>	City: _____
	State: _____
Dates of Service (mm/yyyy): _____ to _____	Full-time <input type="checkbox"/> Part-time <input type="checkbox"/> Retired <input type="checkbox"/>
Are you eligible to receive a company-funded pension based on your employment with this company? Yes <input type="checkbox"/> No <input type="checkbox"/>	
Organization Type (Please check all that apply.):	
<input type="checkbox"/> small business (less than 500 employees)	<input type="checkbox"/> health care
<input type="checkbox"/> service	<input type="checkbox"/> government
<input type="checkbox"/> manufacturing	<input type="checkbox"/> independent consultant
<input type="checkbox"/> nonprofit	<input type="checkbox"/> other type: _____
Job Title: _____	Number of Employees Supervised: _____
Name of Your Supervisor: _____	

EMPLOYMENT HISTORY (continued)

Employer #3:

Company: _____ Parent Company (<i>enter None if no parent company exists</i>): _____ Location: _____ <i>Note: No addresses with Post Office Box numbers may be used.</i> City: _____ State: _____	Number of Employees: _____ Number of Employees: _____												
Dates of Service (mm/yyyy): _____ to _____ Full-time <input type="checkbox"/> Part-time <input type="checkbox"/> Retired <input type="checkbox"/> Are you eligible to receive a company-funded pension based on your employment with this company? Yes <input type="checkbox"/> No <input type="checkbox"/> Organization Type (Please check all that apply.): <table style="width: 100%;"><tr><td><input type="checkbox"/> small business (less than 500 employees)</td><td><input type="checkbox"/> health care</td><td><input type="checkbox"/> early childhood/secondary education</td></tr><tr><td><input type="checkbox"/> service</td><td><input type="checkbox"/> government</td><td><input type="checkbox"/> higher education</td></tr><tr><td><input type="checkbox"/> manufacturing</td><td><input type="checkbox"/> independent consultant</td><td><input type="checkbox"/> other education</td></tr><tr><td><input type="checkbox"/> nonprofit</td><td><input type="checkbox"/> other type: _____</td><td></td></tr></table>		<input type="checkbox"/> small business (less than 500 employees)	<input type="checkbox"/> health care	<input type="checkbox"/> early childhood/secondary education	<input type="checkbox"/> service	<input type="checkbox"/> government	<input type="checkbox"/> higher education	<input type="checkbox"/> manufacturing	<input type="checkbox"/> independent consultant	<input type="checkbox"/> other education	<input type="checkbox"/> nonprofit	<input type="checkbox"/> other type: _____	
<input type="checkbox"/> small business (less than 500 employees)	<input type="checkbox"/> health care	<input type="checkbox"/> early childhood/secondary education											
<input type="checkbox"/> service	<input type="checkbox"/> government	<input type="checkbox"/> higher education											
<input type="checkbox"/> manufacturing	<input type="checkbox"/> independent consultant	<input type="checkbox"/> other education											
<input type="checkbox"/> nonprofit	<input type="checkbox"/> other type: _____												
Job Title: _____	Number of Employees Supervised: _____												
Name of Your Supervisor: _____													

Employer #4:

Company: _____ Parent Company (<i>enter None if no parent company exists</i>): _____ Location: _____ <i>Note: No addresses with Post Office Box numbers may be used.</i> City: _____ State: _____	Number of Employees: _____ Number of Employees: _____												
Dates of Service (mm/yyyy): _____ to _____ Full-time <input type="checkbox"/> Part-time <input type="checkbox"/> Retired <input type="checkbox"/> Are you eligible to receive a company-funded pension based on your employment with this company? Yes <input type="checkbox"/> No <input type="checkbox"/> Organization Type (Please check all that apply.): <table style="width: 100%;"><tr><td><input type="checkbox"/> small business (less than 500 employees)</td><td><input type="checkbox"/> health care</td><td><input type="checkbox"/> early childhood/secondary education</td></tr><tr><td><input type="checkbox"/> service</td><td><input type="checkbox"/> government</td><td><input type="checkbox"/> higher education</td></tr><tr><td><input type="checkbox"/> manufacturing</td><td><input type="checkbox"/> independent consultant</td><td><input type="checkbox"/> other education</td></tr><tr><td><input type="checkbox"/> nonprofit</td><td><input type="checkbox"/> other type: _____</td><td></td></tr></table>		<input type="checkbox"/> small business (less than 500 employees)	<input type="checkbox"/> health care	<input type="checkbox"/> early childhood/secondary education	<input type="checkbox"/> service	<input type="checkbox"/> government	<input type="checkbox"/> higher education	<input type="checkbox"/> manufacturing	<input type="checkbox"/> independent consultant	<input type="checkbox"/> other education	<input type="checkbox"/> nonprofit	<input type="checkbox"/> other type: _____	
<input type="checkbox"/> small business (less than 500 employees)	<input type="checkbox"/> health care	<input type="checkbox"/> early childhood/secondary education											
<input type="checkbox"/> service	<input type="checkbox"/> government	<input type="checkbox"/> higher education											
<input type="checkbox"/> manufacturing	<input type="checkbox"/> independent consultant	<input type="checkbox"/> other education											
<input type="checkbox"/> nonprofit	<input type="checkbox"/> other type: _____												
Job Title: _____	Number of Employees Supervised: _____												
Name of Your Supervisor: _____													

EMPLOYMENT HISTORY (continued)

Employer #5:

Company: _____ Parent Company (<i>enter None if no parent company exists</i>): _____ Location: _____ <i>Note: No addresses with Post Office Box numbers may be used.</i> City: _____ State: _____	Number of Employees: _____ Number of Employees: _____
Dates of Service (mm/yyyy): _____ to _____ Full-time <input type="checkbox"/> Part-time <input type="checkbox"/> Retired <input type="checkbox"/> Are you eligible to receive a company-funded pension based on your employment with this company? Yes <input type="checkbox"/> No <input type="checkbox"/> Organization Type (Please check all that apply.): <div style="display: flex; flex-wrap: wrap;"><div style="width: 33%;"><input type="checkbox"/> small business (less than 500 employees)</div><div style="width: 33%;"><input type="checkbox"/> health care</div><div style="width: 33%;"><input type="checkbox"/> early childhood/secondary education</div><div style="width: 33%;"><input type="checkbox"/> service</div><div style="width: 33%;"><input type="checkbox"/> government</div><div style="width: 33%;"><input type="checkbox"/> higher education</div><div style="width: 33%;"><input type="checkbox"/> manufacturing</div><div style="width: 33%;"><input type="checkbox"/> independent consultant</div><div style="width: 33%;"><input type="checkbox"/> other education</div><div style="width: 33%;"><input type="checkbox"/> nonprofit</div><div style="width: 33%;"><input type="checkbox"/> other type: _____</div></div>	
Job Title: _____	Number of Employees Supervised: _____
Name of Your Supervisor: _____	

EDUCATION AND TRAINING

Institution (starting with the most recent): Institution (Name, City, State)	Degree/Certificate	Dates Attended
1. _____	_____	_____
2. _____	_____	_____
3. _____	_____	_____
Other Training:		
Course Topic	Provider	Dates Attended
1. _____	_____	_____
2. _____	_____	_____
3. _____	_____	_____

HOW DID YOU HEAR ABOUT THE MBNQA BOARD OF EXAMINERS?

Select only those items that apply.

<input type="checkbox"/> Association Newsletter	Specify Association:	_____
<input type="checkbox"/> Other BNQP Materials	Specify Other BNQP Materials:	_____
<input type="checkbox"/> Conference/Sponsor	Specify Sponsor:	Specify Conference: _____
<input type="checkbox"/> Publication Announcement	Specify Publication:	If you selected "Other," please specify: _____
<input type="checkbox"/> Web Site	Specify Web site:	If you selected "Other," please specify: _____
<input type="checkbox"/> The Examiner booklet		
<input type="checkbox"/> Mailing		
<input type="checkbox"/> Involvement in a State or Local Award Program		
<input type="checkbox"/> Have you ever applied to be an MBNQA Examiner before? Yes <input type="checkbox"/> No <input type="checkbox"/>		

If so, please indicate the years: _____, _____, _____, _____.

BALDRIGE OR RELATED ASSESSMENT EXPERIENCE

Although not required, it is helpful for Examiners to have previous Baldrige-like assessment experience. Please describe the experience you have had evaluating or preparing applications for internal, state or local, international, association, or other organizational award programs. You may also include experience with internal or supplier assessment processes based on the Baldrige Criteria. Please make sure you include length of service with each program mentioned. Also include any experience you have in the following roles: **Examiner, feedback writer-editor, application author, Program Director, and Consensus or Site Visit Leader.**

	Program Name	Role	Number of Years of Involvement
1.	_____	_____	_____
2.	_____	_____	_____
3.	_____	_____	_____
4.	_____	_____	_____

OUTREACH ACTIVITIES

Please list professional and other organizations with which you are affiliated, and indicate the nature of your affiliation. Also, indicate how you have assisted these organizations with outreach activities, including presentations or articles you have completed on behalf of these groups.

Organization	How Assisted
_____	_____
_____	_____
_____	_____
_____	_____

SELF-RANKINGS

Please rank from 1 to 7 your ability to evaluate applications in the following areas:

1 = best (USE NO NUMBER MORE THAN ONCE.)

Categories:

- ☐ Leadership
- ☐ Strategic Planning
- ☐ Customer and Market Focus/Focus on Patients, Other Customers, and Markets/Student, Stakeholder, Market Focus
- ☐ Measurement, Analysis, and Knowledge Management
- ☐ Workforce Focus
- ☐ Process Management
- ☐ Results

Please rank from 1 to 7 your ability to evaluate applications in the following areas:

1 = best (USE NO NUMBER MORE THAN ONCE.)

- ☐ Expertise in the management of business, education, health care, or nonprofit
- ☐ Expertise in the analysis of results in business, education, health care, or nonprofit
- ☐ Knowledge of practices and improvement strategies leading to performance excellence
- ☐ Written skills
- ☐ Leadership skills
- ☐ Interpersonal skills
- ☐ Education or training skills

Please rank from 1 to 8 your ability to evaluate applications in the following areas:

1 = best (USE NO NUMBER MORE THAN ONCE.)

- ☐ Manufacturing Business
- ☐ Service Business
- ☐ Small Business—Manufacturing (not more than 500 employees)
- ☐ Small Business—Service (not more than 500 employees)
- ☐ Health Care Organization
- ☐ Early Childhood Through Secondary Education
- ☐ Postsecondary Education
- ☐ Nonprofit

*Note: The following application documents are for **informational purposes only**.
If you wish to **submit your application**, you may **access the online application** from our Web site,
www.baldrige.nist.gov, beginning on **November 6, 2008**.*

DISCLOSURE OF CONFLICT OF INTEREST

Members of the Malcolm Baldrige National Quality Award Board of Examiners shall voluntarily disclose to the Administrators of the Award the identity of employers, competitors, key customers, key suppliers, and clients, past, present, or potential, whose interest might be favorably or unfavorably affected by the actions the Examiner will undertake while acting as a member of the Board of Examiners. This includes disclosure of

- Companies in which MBNQA Board of Examiners members have financial holdings
- Affiliations that may present or seem to present a conflict of interest for the board member

If selected to be a member of the Board of Examiners, signed statements will be requested before attendance at one of the Examiner Preparation Courses. Any material misstatement of fact in this application or incomplete disclosure of conflicts of interest shall be grounds for disqualification from the review process or dismissal from the Board of Examiners. In addition, Examiners agree to update their employment, financial, and client records periodically throughout their appointment.

☐ I certify that I have read and understand the above statement.

Electronic signature required

Signature of Applicant

Please sign in blue ink.

Date

CODE OF ETHICAL CONDUCT

Members of the Malcolm Baldrige National Quality Award Board of Examiners pledge to uphold their professional principles in the fulfillment of their responsibilities as defined in the administration of Public Law 100-107, the Malcolm Baldrige National Quality Improvement Act of 1987, which establishes the Malcolm Baldrige National Quality Award.

Board members will be guided by four principles—integrity, professional conduct, confidentiality, and respect for intellectual property. In promoting high standards of public service and ethical conduct, they will

- conduct themselves professionally, guided by truth, accuracy, fairness, respect, and responsibility in all their interactions
- avoid representing conflicting or competing interests, or placing themselves in such a position where their interest may be in conflict—or appear to be in conflict—with the purposes and administration of the Award
- safeguard the confidences of all parties involved in the judging or examination of present or former applicants
- protect confidential information and avoid disclosures that may in any way influence the Award integrity or process, currently or in the future
- not serve any private or special interest in their fulfillment of the duties of a Judge or Examiner, therefore excluding by definition the examination of any organization or subunit of an organization that employs them or has a consulting arrangement in effect or anticipated with them
- not serve as Examiners of a primary competitor or customer or supplier of any organization (or subunit of an organization) that employs them, that they have a financial interest in, or with which they anticipate a consulting arrangement, or are otherwise involved
- not intentionally communicate false or misleading information that may compromise the integrity of the Award process or decisions therein
- make it clear, when establishing links from their own Web sites to the NIST or BNQP Web sites, that users will be taken to the official NIST Web sites
- acknowledge the use of trademarks owned by NIST, including those for NIST, The Quest for Excellence, and the Malcolm Baldrige National Quality Award, along with a statement indicating the trademark is registered by the National Institute of Standards and Technology

CODE OF ETHICAL CONDUCT (continued)

- never approach an organization they have evaluated for their personal gain, including the establishment of an employment or consulting relationship, and, if approached by an organization they have evaluated, not accept employment from that organization for a period of five years after the evaluation
- maintain and safeguard fairness in the examination process and the confidentiality of all Award application information, including the identity of applicants
- treat as confidential all information about the applicant and the applicant's operation gained through the evaluation process, and take the following precautions:
 - Applicant information is not discussed with anyone, including other Examiners, with the exception of designated team members, Judges, the Award Administrator, and NIST representatives. This includes information contained in the written application, as well as any additional information obtained during a site visit.
 - Names of applicants are not disclosed during or after the application review process.
 - No copies of application information are made or retained. (ASQ will notify Examiners when to return materials.)
 - No notes, written or electronic, pertaining to the application are retained. (ASQ will notify Examiners when to destroy all notes.)
 - No discussions mentioning applicant identities are held on cellular or cordless phones or by voice mail.
 - Applicant-specific information can be discussed via cellular phone, cordless phone, and VoIP if authorized by the applicant.
 - Electronic exchanges are only through *examinerdepot*, an encrypted, secure Web site designated by NIST.
 - No applicant information is adapted and/or used subsequent to the review process, unless the information is publicly released by the applicant (at the annual Quest for Excellence Conference, for example).
 - Examiners do not reveal or discuss with other Examiners, either during training or during the application review phases, their participation with an organization in the preparation of an Award application.
- personally and independently score all assigned applications
- during Independent and Consensus Reviews, will not communicate with applicant organization, or in any manner seek additional documentation, information, or clarification about the applicant's organization. This restriction includes Internet searches. At Site Visit Review, the site visit Team Leader will communicate with the applicant.
- not at anytime (during or after the evaluation cycle) independently give feedback to applicants regarding scoring or overall performance
- upon completion of the Examiner Preparation Course, may use the following designation: Examiner, Malcolm Baldrige National Quality Award (MBNQA), and year(s) served. However, board members may not use the MBNQA logo in advertising or promotion or use business cards including the Examiner designation or the MBNQA logo.
- during the consensus and site visit processes, encourage and maintain a professional working environment that promotes respect for the Award applicants, their employees, and all members of the Examiner team
- when participating in a site visit, respect the climate, culture, and values of the organization being evaluated

Furthermore, board members enhance and advance the Malcolm Baldrige National Quality Award as it serves to stimulate American companies and organizations to improve quality, productivity, and overall performance. **All board members pledge to abide by this Code of Ethical Conduct.**

I agree to abide by the Code of Ethical Conduct.

Print your name

Electronic signature required

Signature

Date

EXAMINER PREPARATION COURSE SCHEDULE

All members of the 2008 Board of Examiners must attend training in Gaithersburg, Maryland. New Examiners must attend a 1-day orientation class. The orientation will be held each Tuesday prior to the 3-day Examiner Preparation course. Senior Examiners must attend the 1-day Senior Examiner training course to be eligible to serve as Seniors in the 2008 Award cycle. Examiners selected to serve as Senior Examiners will receive invitations from the Program. The Senior Examiner Course also will be held each Tuesday prior to the 3-day course. All Examiners, regardless of their years of service on the board, must attend one of the 3-day Examiner Preparation courses. The training dates are shown below with 4-day sessions for new and Senior Examiners and 3-day sessions for returning Examiners. Please note the training dates below on your calendar. Your letter of selection will be sent via overnight mail on March 26, 2008, to the address given on your application. (For timely delivery of the selection letter, please notify us of any address change.) Upon receipt, you may choose your preferred training dates with the understanding that classes will be filled on a first-come, first-served basis. Although there is a maximum number of Examiners we can train each week, we will make every effort to honor your first-choice dates.

Examiner Preparation Course Schedule

Examiner Preparation Courses

3-Day Sessions for All Examiners

April 30–May 2

May 7–9

May 14–16

May 21–23

☐ I have read and understand that I must attend training and stay for the entire session. I will receive CEUs for attending.

Senior Preparation, New Examiner Orientation Courses

4-Day Sessions for Senior and New Examiners

April 29–May 2

May 6–9

May 13–16

May 20–23

RECOMMENDATIONS

*Applicants who have not served on the Board of Examiners must submit two completed recommendation forms. If possible, one recommendation should be from someone within your organization; the second should be from someone outside of it. Members of the 2007 Panel of Judges may not provide recommendations. **Applicants are responsible for ensuring that the recommendations are submitted (and properly sealed, if mailed) by noon EST, January 8, 2008. If the recommendations are submitted by mail, applicants are responsible for ensuring the recommendations are properly sealed and postmarked no later than January 8, 2008. Recommendation letters and/or application forms sent by fax are not acceptable.***

~ Informational Purposes Only: All Examiner Applications must be completed and submitted online. ~

TIME COMMITMENT AND TIMELINE

Applicants for the board should give careful consideration to the time commitment required to meet the Award review schedule. **A minimum of 15 days are required from April to December. All Examiners are expected to complete both an Independent Review and a Consensus Review of an Award application.** If requested by the Program, Examiners are expected to participate in a site visit. Examiners should anticipate these Award cycle responsibilities and should plan accordingly. Once selected, Examiners will be provided with more specific dates and times for these commitments. Selected Examiners should set aside time on their calendars for those key critical dates or time frames. Examiners whose work requires temporary or extended travel or residence outside the United States must be both available and accessible and able to flex to their team's schedule.

Date(s)	Who is Involved	Activity	Approximate Time Commitment
April–May	All Examiners	Pework and Training	40–60 hours prework 3–4 days training
June–July		Independent Review	35–45 hours
August–September		Consensus Review (including planning, preparation, consensus calls, and postcall work)	25–35 hours
September–October	20–25% of the Board of Examiners	Site Visit Preparation	10–20 hours
October–November		Site Visit	5–7 days, 15–18 hours per day

Independent Review of Award applications and Consensus Review may be conducted at the Examiner's work or home. Business is conducted by overnight mail, telephone, secure fax, and secure Web site. Travel is necessary only for training and site visits.

☐ I have read and understand the time requirements of the Award cycle for members of the Board of Examiners.

RECOMMENDATION FORM

(FOR RECOMMENDATIONS SUBMITTED BY MAIL)

Please note: Recommendations are not required for former members of the Board of Examiners.

_____ has applied to be a member of the 2008 Board of Examiners for the Malcolm Baldrige National Quality Award and has indicated you would provide a recommendation.

The role of the Examiners is to evaluate applicants for the Malcolm Baldrige National Quality Award based on the Criteria for Performance Excellence. Examiners review, write an analysis of, and score written applications, and prepare the final scorebooks that are the basis for feedback reports to applicants. They also participate in consensus evaluations and site visits. In doing so, Examiners are required to have expertise in business, education, or health care management processes and results; have knowledge of practices and improvement strategies leading to performance excellence; possess and use good analytical, writing, and oral communication skills; and work as team members. Examiners must meet the highest standards of qualification and peer recognition.

Please provide a recommendation relating to your knowledge of the applicant's qualifications to be an Examiner. **To submit the recommendation on paper, fill out the entire form and return the original form and four copies (two-sided copies are preferred) with your signature across the seal of the envelope. Return your recommendation form to the applicant early enough to ensure that the completed application can be submitted to the Baldrige National Quality Program Office with a postmark no later than January 8, 2008. (Completed recommendation forms must be included with the application package that is submitted to the Baldrige National Quality Program Office by the applicant. If the recommendation forms are completed on paper, the applicant may mail the forms separately.) Please note that fax copies are not acceptable.**

Using as a basis for comparison your peer group (professional colleagues), please rank the applicant's knowledge in the following categories, which are drawn from the Baldrige Criteria for Performance Excellence. Place an "x" in the appropriate column.

	<i>Don't Know</i>	<i>Lower 50%</i>	<i>Upper 50%</i>	<i>Upper 25%</i>	<i>Upper 10%</i>	<i>Upper 1%</i>
1. Leadership	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Strategic Planning	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Customer and Market Focus/Focus on Patients, Other Customers, and Markets/Student, Stakeholder, Market Focus	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Measurement, Analysis, and Knowledge Management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Workforce Focus	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. Process Management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. Results	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Using as a basis for comparison your peer group (professional colleagues), please rank the applicant's ability in the following areas. Place an "x" in the appropriate column.

	<i>Don't Know</i>	<i>Lower 50%</i>	<i>Upper 50%</i>	<i>Upper 25%</i>	<i>Upper 10%</i>	<i>Upper 1%</i>
1. Expertise in the management of business, education, health care, or nonprofit	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Expertise in the analysis of results in business, education, health care, or nonprofit	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Knowledge of practices and improvement strategies leading to performance excellence	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Written skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Leadership skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. Interpersonal skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. Education or training skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

RECOMMENDATION FORM (continued)

Upon the applicant's request, the Baldrige National Quality Program Office will make this recommendation available to the applicant.

23

RECOMMENDATION FORM

(FOR RECOMMENDATIONS SUBMITTED BY MAIL)

Please note: Recommendations are not required for former members of the Board of Examiners.

_____ has applied to be a member of the 2008 Board of Examiners for the Malcolm Baldrige National Quality Award and has indicated you would provide a recommendation.

The role of the Examiners is to evaluate applicants for the Malcolm Baldrige National Quality Award based on the Criteria for Performance Excellence. Examiners review, write an analysis of, and score written applications, and prepare the final scorebooks that are the basis for feedback reports to applicants. They also participate in consensus evaluations and site visits. In doing so, Examiners are required to have expertise in business, education, or health care management processes and results; have knowledge of practices and improvement strategies leading to performance excellence; possess and use good analytical, writing, and oral communication skills; and work as team members. Examiners must meet the highest standards of qualification and peer recognition.

Please provide a recommendation relating to your knowledge of the applicant's qualifications to be an Examiner. **To submit the recommendation on paper, fill out the entire form and return the original form and four copies (two-sided copies are preferred) with your signature across the seal of the envelope. Return your recommendation form to the applicant early enough to ensure that the completed application can be submitted to the Baldrige National Quality Program Office with a postmark no later than January 8, 2008. (Completed recommendation forms must be included with the application package that is submitted to the Baldrige National Quality Program Office by the applicant. If the recommendation forms are completed on paper, the applicant may mail the forms separately.) Please note that fax copies are not acceptable.**

Using as a basis for comparison your peer group (professional colleagues), please rank the applicant's knowledge in the following categories, which are drawn from the Baldrige Criteria for Performance Excellence. Place an "x" in the appropriate column.

	<i>Don't Know</i>	<i>Lower 50%</i>	<i>Upper 50%</i>	<i>Upper 25%</i>	<i>Upper 10%</i>	<i>Upper 1%</i>
1. Leadership	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Strategic Planning	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Customer and Market Focus/Focus on Patients, Other Customers, and Markets/Student, Stakeholder, Market Focus	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Measurement, Analysis, and Knowledge Management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Workforce Focus	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. Process Management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. Results	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Using as a basis for comparison your peer group (professional colleagues), please rank the applicant's ability in the following areas. Place an "x" in the appropriate column.

	<i>Don't Know</i>	<i>Lower 50%</i>	<i>Upper 50%</i>	<i>Upper 25%</i>	<i>Upper 10%</i>	<i>Upper 1%</i>
1. Expertise in the management of business, education, health care, or nonprofit	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Expertise in the analysis of results in business, education, health care, or nonprofit	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Knowledge of practices and improvement strategies leading to performance excellence	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Written skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Leadership skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. Interpersonal skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. Education or training skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

RECOMMENDATION FORM (continued)

Upon the applicant's request, the Baldrige National Quality Program Office will make this recommendation available to the applicant.

25

North American Industrial Classification System (NAICS) Codes

NAICS Codes most relevant to your area(s) of expertise must be included on your online application.

If you wish to access the NAICS codes online, connect to www.census.gov, select "subjects A to Z," select "NAICS" (North American Industry Classification System).

Code Sector	Code Sector	Code Sector
111 Crop Production	335 Electrical Equipment, Appliance and Component Manufacturing	523 Securities, Commodity Contracts and Other Intermediation
112 Animal Production	3353 Electrical Equipment Manufacturing	5231 Securities and Commodity Contracts Intermediation
113 Forestry and Logging	3359 Other Electrical Equipment and Component Manufacturing	5232 Securities and Commodity Exchanges
114 Fishing, Hunting and Trapping	336 Transportation Equipment Manufacturing	5239 Other Financial Investment Activities
115 Support Activities for Agriculture and Forestry	337 Furniture and Related Product Manufacturing	524 Insurance Carriers and Related Activities
211 Oil and Gas Extraction	339 Miscellaneous Manufacturing	525 Funds, Trusts and Other Financial Vehicles (U.S. Organizations)
212 Mining (except Oil and Gas)	421 Wholesale Trade, Durable Goods	5251 Insurance and Employee Benefit Funds
213 Support Activities for Mining	422 Wholesale Trade, Nondurable Goods	5259 Other Investment Pools and Funds
221 Utilities	425 Wholesale Electronic Markets and Agents and Brokers	531 Real Estate
233 Building, Developing and General Contracting	441 Motor Vehicle and Parts Dealers	532 Rental and Leasing Services
234 Heavy Construction	442 Furniture and Home Furnishings Stores	533 Owners and Lessors of Other Non-Financial Assets
235 Special Trade Contractors	443 Electronics and Appliance Stores	541 Professional, Scientific and Technical Services
311 Food Manufacturing	444 Building Material and Garden Equipment and Supplies Stores	551 Management of Companies and Enterprises
312 Beverage and Tobacco Product Manufacturing	445 Food and Beverage Stores	561 Administrative and Support Services
313 Textile Mills	446 Health and Personal Care Stores	562 Waste Management and Remediation Services
314 Textile Product Mills	447 Gasoline Stations	611 Educational Services
315 Apparel Manufacturing	448 Clothing and Clothing Accessories Stores	621 Ambulatory Health Care Services
316 Leather and Allied Product Manufacturing	451 Sporting Goods, Hobby, Book and Music Stores	622 Hospitals
321 Wood Product Manufacturing	452 General Merchandise Stores	623 Nursing and Residential Care Facilities
322 Paper Manufacturing	453 Miscellaneous Store Retailers	624 Social Assistance
323 Printing and Related Support Activities	454 Nonstore Retailers	711 Performing Arts, Spectator Sports and Related Industries
324 Petroleum and Coal Products Manufacturing	481 Air Transportation	712 Museums, Historical Sites and Similar Institutions
325 Chemical Manufacturing	482 Rail Transportation	713 Amusement, Gambling and Recreation Industries
326 Plastics and Rubber Products Manufacturing	483 Water Transportation	721 Accommodation (hotels)
327 Nonmetallic Mineral Product Manufacturing	484 Truck Transportation	722 Foodservices and Drinking Places
331 Primary Metal Manufacturing	485 Transit and Ground Passenger Transportation	811 Repair and Maintenance
332 Fabricated Metal Product Manufacturing	486 Pipeline Transportation	812 Personal and Laundry Services
333 Machinery Manufacturing	487 Scenic and Sightseeing Transportation	813 Religious, Grantmaking, Civic, and Professional and Similar Organizations
3331 Agriculture, Construction, and Mining Machinery Manufacturing	488 Support Activities for Transportation	814 Private Households
3332 Industrial Machinery Manufacturing	491 Postal Service	921 Executive, Legislative, Public Finance and General
3333 Commercial and Service Industry Machinery Manufacturing	492 Couriers and Messengers	922 Justice, Public Order, and Safety
3334 Ventilation, Heating, Air-Conditioning and Commerce	493 Warehousing and Storage Facilities	923 Administration of Human Resource Programs
3335 Metalworking Machinery Manufacturing	511 Publishing Industries	924 Administration of Environmental Quality Programs
3336 Engine, Turbine, and Power Transmission Equipment	512 Motion Picture and Sound Recording Industries	925 Administration of Housing Programs, Urban Planning
3339 Other General Purpose Machinery Manufacturing	513 Broadcasting and Telecommunications	926 Administration of Economic Programs
334 Computer and Electronic Product Manufacturing	514 Information Services and Data Processing Services	927 Space Research and Technology
3341 Computer and Peripheral Equipment Manufacturing	521 Monetary Authorities - Central Bank	928 National Security and International Affairs
3342 Communications Equipment Manufacturing	522 Credit Intermediation and Related Activities	999 Unclassified Establishments
3344 Semiconductor and Other Electronic Component Manufacturing	5221 Depository Credit Intermediation	
	5222 Non-Depository Credit Intermediation	
	5223 Activities Related to Credit Intermediation	

~ **Informational Purposes Only: All Examiner Applications must be completed and submitted online.** ~

Baldrige National Quality Program

Baldrige National Quality Program
National Institute of Standards and Technology
United States Department of Commerce
Administration Building, Room A600
100 Bureau Drive, Stop 1020
Gaithersburg, MD 20899-1020

The National Institute of Standards and Technology (NIST), an agency of the U.S. Department of Commerce, manages the Baldrige National Quality Program (BNQP). For more than a century, NIST has helped to lay the foundation for the innovation, economic growth, and quality of life that Americans have come to expect. NIST technology, measurements, and standards help U.S. industry invent and manufacture superior products reliably, provide critical services, ensure a fair marketplace for consumers and businesses, and promote acceptance of U.S. products in foreign markets.

NIST also partners with the private sector to accelerate the development of innovative technologies that promise significant commercial payoffs and widespread benefits for the nation. Through a network of nearly 400 assistance centers that serve all 50 states and Puerto Rico, NIST provides technical and business assistance to help smaller manufacturers overcome barriers to productivity and competitiveness.

Call BNQP or visit our Web site for

- information on improving the performance of your organization
- information on eligibility requirements for the Baldrige Award
- information on applying for the Baldrige Award
- information on becoming a Baldrige Examiner
- information on the Baldrige Award recipients
- individual copies of the Criteria for Performance Excellence—Business/Nonprofit, Education, and Health Care (no cost)
- information on BNQP educational materials
- case studies

Telephone: (301) 975-2036; Fax: (301) 948-3716; E-mail: nqp@nist.gov
Web site: www.baldrige.nist.gov

American Society for Quality (ASQ)
600 North Plankinton Avenue
P.O. Box 3005
Milwaukee, WI 53201-3005

By making quality a global priority, an organizational imperative, and a personal ethic, the American Society for Quality (ASQ) becomes the community for everyone who seeks quality technology, concepts, or tools to improve themselves and their world. ASQ administers the Malcolm Baldrige National Quality Award under contract to NIST.

Call ASQ to order

- bulk copies of the Criteria
- Award recipients videos

Telephone: (800) 248-1946; Fax: (414) 272-1734; E-mail: asq@asq.org
Web site: www.asq.org